

21 October 1974

MEMORANDUM FOR: Deputy Director of Medical Services

SUBJECT : Applicant Processing Procedures

REFERENCE : Memo to DD/M&S fr the Management and
Services Advisory Group dtd 31 July 74,
Same Subject

1. As requested, the following information is submitted regarding medical applicant processing procedures.

2. There are two phases of applicant processing in the Office of Medical Services (OMS). The first phase being the medical history review. The second phase consists of the physical examination and psychiatric screening.

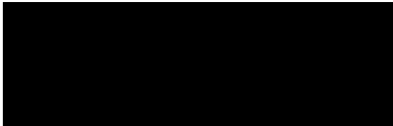
3. Regarding the medical history review, there are no delays in the actual review by OMS personnel. There may be a delay in issuing a pre-employment processing approval, which will inturn delay the applicant scheduling of phase two. The delay in OMS action will be necessitated by the need for additional medical information. Once all requirements are satisfied in the medical history review, OMS will render a pre-employment processing approval within 48 hours. In those cases where review has been suspended pending receipt of additional information from the applicant or other sources, OMS maintains a follow-up system in 30 days with the applicant.

4. Scheduling of phase two, which consists of the physical examination and psychiatric screening, rests with the Office of Personnel Appointments Section. Once the applicant has been examined and it appears that findings are within normal limits and subject meets the qualifications for proposed employment, the medical disposition is rendered

SUBJECT: Applicant Processing Procedures

within 48 hours. Should there be significant findings which surface for the first time during the examination phase, there could be delay in rendering a final disposition. The period of delay would depend on the nature of the abnormal findings which must be resolved and the cooperation and efforts of the applicant to assist in resolving the problem.

5. ~~Another area where there may be delays rest with the Applicant Review Panel, however, OMS is not solely responsible for processing delays caused by this Panel.~~

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Special Assistant to the
Director of Medical Services



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Special Assistant to the
Director of Medical Services

EXTENSION

6676

NO.

DATE

21 October 1974

TO: (Officer designation, room number, and
building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)

1.

DD/MS

21 Oct

UMB

2. Executive Officer to
the DDA
7D-26 Headquarters

10/22

10/22

H

3.

Mr. Mc Mahon

10/23

J

4.

Mr. Blake

10-23-74

B

5.

[Redacted]

6.

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9.

10.

11.

12.

13.

14.

15.

To 5
Is there merit
in making a
review of all the
info + ship it to
the DDC?

James

FORM
3-62

610

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USE PREVIOUS
EDITIONS

SECRET



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DD/A 74-4118

Approved For Release 2000/06/06 : CIA-RDP81-00261R000700030028-6

PERS 74-4607

18 OCT 1974

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Applicant Processing Procedures

REFERENCE : Administrative Advisory Group Memo,
dtd 31 Jul 74, same subject

1. This memorandum responds to your request for comments on the referenced proposal concerning applicant processing procedures and the "many delays in the system." The Office of Personnel is very aware of the problems in this area and has undertaken a number of reviews and steps to improve the process.

2. Historically, the time required to clear applicants for Agency employment has been a disturbing and adverse factor influencing our ability to hire new employees. We have cleared and entered on duty people in as little as one or two days (in cases of DCI direct interest) or have taken as long as 20 to 24 months after the applicant's initial contact with the Agency. When we first began operating under the MBO philosophy in FY-1973, we targeted on applicant processing time. We broke that time frame into its various elements: time consumed from initial contact until actual receipt of the application in the Staff Personnel Division of the Office of Personnel; time consumed by the Agency to arrive at an employment decision for the applicant, i.e., file shopping; time required to get the application in process; time required to get Security's field investigation completed; time required to schedule and get the results of the polygraph examination; and finally, the time consumed between receipt of full clearances (security and medical) and EOD.

3. Because we knew, for example, that the file shopping phase of the applicant processing averaged two months, we established as an FY-1974 objective a reduction from 60 to 45 days. As a result of careful follow-up with components, we actually reduced this period to 37 days. Another objective for FY-1975 is to reduce to less than 60 days the time consumed from initiation of processing to receipt of full clearances for high priority and minority applicants.

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4. Still another step taken to improve our applicant processing procedure was the recent institution of a two-part Personal History Statement. Past experience has indicated that recruiters receive back only about half the PHS's that they hand out to applicants. We believe part of the reason for this 50% return rate is that the 17-page PHS turns off the applicant. With the two-part PHS we are trying to accomplish at least three things: achieve a higher rate of return from applicants; reduce review time by providing components with a shorter PHS which contains qualifications data only (part two of the PHS contains primary data of interest to Security); and finally, since we put into process only a small portion of all those people who apply for Agency employment, we will have affected a considerable paper savings. Prior to the two-part PHS we would have handed out 8,000 to 9,000, 17-page PHS's; received 4,000 to 5,000 back and put 1,500 to 2,000 people in process. Now only those we put in process will fill out both Part I and Part II which are the combined equivalent of the old PHS.

5. To further speed up handling procedures, members of this office met with senior Directorate Personnel Officers to apprise them of the new procedures for handling black applicants and to discuss the bi-weekly delinquent applicant files report. In the past, the report had been sent only to the component Personnel Officers. We used this report and time-consuming personal contact to prod components to act on the files. Since these methods were not meeting with too much success, it was decided that copies of the report would be sent to the Office Heads in addition to the component Personnel Officers. The senior Directorate Personnel Officers requested copies also, in order that they could monitor the file review process.


6. Several other less dramatic but important improvements involved the transfer of the preparation of the Skills Bank cards from the Skills Bank to the recruiter. Now when the cards and files arrive, the applicants can be included on that day's Acquisitions List and the seven-day banking review can begin immediately. If a file is committed to an office it can move along to that office within a day. (More reliance on the components to review the files during the banking period and less individual shopping on the part of the Office of Personnel should weed out of the system those files for which there are no current requirements.) Another helpful change was the initiation of a direct courier system between Headquarters and the Office of Medical Services in Ames Building to expedite the movement of the medical initiation, invitee and approval papers.

7. The Office of Personnel and the Office of Security have been in close coordination in an attempt to speed up the processing procedure. The Office of Security has been able to conduct their field investigations within a 45-day period and OP has been working within that time frame in scheduling of medical and polygraph appointments with the applicant wherever possible. In addition, we are also attempting jointly with the Office of Security and the Office of Medical Services to readjust the scheduling of medical, psychiatric and polygraph examinations to make that process more efficient and avoid holding applicants in Headquarters additional days for these purposes.

8. At the present time the OP Advisory Group and the Position Management and Compensation Division are making independent studies of applicant processing. Their results have not yet been submitted but we hope to obtain some useful suggestions from these reviews. In summary, we believe we are making serious and reasonably successful efforts to improve applicant processing procedures and to reduce processing time. Our goal is an average of four months from the time of applicant contact with an Agency representative to his entrance on duty.

9. In regard to paragraph 1 (a) of the referenced memorandum concerning applicant correspondence, our policy is to acknowledge receipt of resumes and full applications, confirm appointments, and send interim letters every 30 days to keep in touch with applicants. Several sentences in the acknowledgement letter read to the effect that "your papers are in the hands of Agency officers most interested in people with your general background. They will review the details of your background in terms of their specific requirements." These sentences were included to assure the applicant that his qualifications are being considered for particular positions of interest. If additional assurances are needed in a particular case, the Correspondence Branch has the ability to "tailor" letters in any way components desire. Last year, with a small staff, they prepared in excess of 35,000 letters.

STATINTL


F. W. M. Janney
Director of Personnel

18 OCT 1974

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Applicant Processing Procedures

1. Reference is made to the Management and Services Advisory Group memorandum dated 31 July 1974 regarding applicant processing procedures. This Office in conjunction with the Office of Personnel began reviewing these procedures over a year and a half ago to determine what steps could be taken to shorten the processing time for applicants for this Agency.

2. One of the basic steps taken was the two-part Personal History Statement which was developed jointly between the Office of Personnel and the Office of Security.

25X1A 3. In addition, this Office since October 1973 has
25X1A been working with the goal that we would conduct all processing of applicant cases up to the polygraph scheduling within a 45-day period. The Office of Security is doing this by stressing productivity of the individual agents [REDACTED] who do the actual investigations. We have also eliminated some National Agency Checks which are deemed to be nonproductive or reasonably nonproductive.

4. Jointly with the Office of Personnel and with the Office of Medical Services, we are attempting to meet an objective whereby we will reduce the pre-employment process to less than 60 days for high priority and minority applicant cases. This pre-employment process means from receipt of Form 1152, Appointment Action, in Staff Personnel Division to receipt of full medical and security approvals. Applicant Review Panel cases are excluded from this objective. In other words this latest effort is to insure that all processing is completed including the polygraph decision on these cases. All the other staff cases we are working on, as noted above, are on a 45-day schedule to finish all processing except polygraph interview.

5. In furtherance of both these efforts, the Office of Personnel and representatives of the Interrogation Branch of the Office of Security have been working together to insure a more compatible scheduling of entrance on duty polygraph cases. Both the Office of Personnel and this Office want to insure that the entrance on duty of applicants is not delayed due to polygraph processing.

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6. One other aspect of this coordination which I think is equally important is that we have had interface between the Office of Personnel and the Special Agents in Charge of [REDACTED] so that a better understanding has been created between the Office of Personnel and those [REDACTED] offices which do the actual investigations.

7. I trust that the above will indicate that the Office of Security in conjunction with the Office of Medical Services and the Office of Personnel is endeavoring to cut the processing time on all applicant type cases.

[REDACTED]
Charles W. Kane
Director of Security

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